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Editor,
GLOBAL RESEARCH ANALYSIS
8-A, BANAS, Opp. SLU Girls College, Nr.Congress Bhavan, Paldi, Ahmedabad - 380006. Gujarat (INDIA)
Cell: +91 9824702127, 8866003636

INDEX

Sr. No.	Title	Author	Subject	Page No.
1	Antipyretic Activity Of Tagetes Patula	K.Shakila, D.Sukumar, G.Madhubala	Chemistry	1-2
2	Benefits Derived From Warehouse Management System By Small Manufacturing Firms	Dr. Vipul Chalotra, Prof Neetu Andotra	Commerce	3-4
3	Women Welfare Through Prime Minister Rozghar Yojana At Coimbatore District	Swapna Kurian	Commerce	5-7
4	Sources Of College Funds In Assam-An Overview	Dr. Niranjan Kakati	Commerce	8-9
5	Mgnarega- For Socio-Economic Transformation Of Rural Society In J&K	TARSEM LAL	Commerce	10-11
6	Performance Appraisal And Career Growth	Dr. J.K. Sehgal	Commerce	12-13
7	Corporate Governance Practices - Emerging Trends	Dr. V.Rajendran	Commerce	14-16
8	A Text Mining Framework: Promises And Challenges	Prof.Sangeeta Mahesh Borde, Prof.Bareen Kayyum Shaikh	Computer Science	17-19
9	Effects Of Infant Mortalty Rates On Fertility	Mrs. Nazia Ansari, Mrs. Aqsa Khatri	Economics	20-21
10	Social Entrepreneurship Initiatives In India	Dr. Shradha H. Budhedeo, Parinda Doshi	Economics	22-25
11	Economics Of Corruption	Prof. Dr. K.J. Thankachan	Economics	26-27
12	A Study On Attitude Of High School Students Towards Physics Lessons And Physical Experiments	Dr. Kotreshwaraswamy A. Surapuramath	Education	28-30
13	Utilization Of Science Laboratories At High Schools	Dr. Praveena K. B.	Education	31-33
14	Mutidimensional Techniques For Mathematical Operations	M.Kavitha , Dr.AR. Saravanakumar	Education	34-36
15	Scientific Approach of Communication Theory	Dr. Mujibul Hasan Siddiqui	Education	37-38
16	Design And Implementation Of Ethernet Controller On Fpga	Jesika Benani	Engineering	39-41
17	Development of Control Algorithm to Reduce Harmonic in Boost Converter	Mitulkumar R. Dave, Prof. K.C. Dave	Engineering	42-43
18	Development Of Control Algorithm To Reduce Harmonics In Buck Converter	Vipul C. Rajyaguru, Keerti S.Vashishtha, K. C. Dave	Engineering	44-46
19	Gandhian Principles And Women Empowerment Through Self-Help Groups	Dr. Chetankumar N. Trivedi	English	47-48
20	Kathal- its medicinal uses	Dr. Sneh Harshendra Sharma	Environment	49-50
21	Extemporize Employee Engagement: Challenges.	Dr.Pooja Arora	Management	51-53
22	Conceptual Study To Understand The E-Governance Prestige Values Associated With Nagar Nigam	Dr.Murlidhar Panga , Mr.Arpit Neema	Management	54-56
23	Impact Of Globalization On Environment	Ankita Soni	Management	57-58
24	A Study On Strategic Cost Management Of Tanishq	Mr. Suresh A.S, Mr. Bharath R	Management	59-61

Sr. No.	Title	Author	Subject	Page No.
25	Impact Of Soap Operas Among The Housewives And Working Woman Of Silchar Town	Dr Partha Sarkar	Mass Communication	62-64
26	A Tool For Sex Identification	Dr. Renuka B. Adgaonkar, Dr. M. P. Ambali	Medical Science	65-67
27	Ideal characters in Sanskrit literature	Dr. Labhuben Maldebhai Karavdara	Sanskrit	68
28	Progresive life in vaidik life	Dr. Labhuben Maldebhai Karavdara	Sanskrit	69
29	Familisation or family in Vaidik Literature	Dr. Labhuben Maldebhai Karavdara	Sanskrit	70
30	Morden Moral Of Modern Environment In Nature's Description Of Vishnupuran	Dr. Labhuben Maldebhai Karavdara	Sanskrit	71-72
31	India's Small Holder Dairying In Liberalized Era	Dr Ashish.K.Makwana	Science	73-74
32	Common Man And The Uncommon Law : An Overview	Dr. Shereen Sadiq	Social Science	75-77
33	Perspectives Of Counselling	Dr, R.DhakshinaMurthy	Social Sciences	78-80
34	Sri Sri And His Literary Works: Some Social Reflections	Dr. M. Sreedevi Xavier	Social Sciences	81-83

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Research Paper | Management

Extemporize Employee Engagement: Challenges.

Dr.Pooja Arora | Professor,GJIMT,Mohali

ABSTRACT

Higher levels of engagement in employees are a key to effective organizational performance and competitive advantage. Delighted employees add to the company goodwill and brand image. Beside they positively look forward to recommend others to join the company. Measurement of employee engagement can have many applications in the organizations. It could serve as the general index of hr effectiveness in an hr scorecard. Also, engagement serves as an easy way to benchmark the work climate against other organizations.

Introduction

What is employee engagement?

Employers want employees who will do their best work or 'go the extra mile'. Employees want jobs that are worthwhile and that inspire them. More and more organizations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say they are looking for is an engaged workforce. So what is employee engagement? It can be seen as a combination of commitment to the organization and its values and a willingness to help out colleagues (organizational citizenship). It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer: it cannot be 'required' as part of the employment contract.

The major role comes with HR.Human Resource Management is an art of managing people at work in such a manner that they give their best to the organization. Organizations are not mere bricks, mortar, machineries or inventories. They are people. The functions and principles are applied to acquisitioning, developing, maintain, and remunerating employees in organizations. Decisions relating to employees must be integrated. Engagement Is Linked To Three Essential Forces In The Organization - Attrition, Productivity & Profitability:. All efforts are made on maximizing employee output and making the most of organizational resources. An engaged workforce takes an organization to great heights.there are various employee engagement policies BIRTHDAYS- The policy is applicable to all employees of all locations of financial services sector. WEDDING ANNIVERSARY- This policy is applicable to all employees of all locations of financial services sector. EMPLOYEE PICNIC The company should appreciates the need for providing an opportunity to the employees to have an annual outing not only for rejuvenation but also for promoting fellowship and team spirit. FUNDAY/FUNFRIDAY- The company takes initiative to celebrate any day in the week so as to make the work environment enjoyable. In this initiative generally games, quizzes and other such interesting activities are done so as to improve employee participation and make the work culture less stressful RAJBHOG (THE BROWN BAG LUNCH)- Rajbhog is an initiative that should be taken by each and every dept. of the organization once in every three months. The employees need to bring any homemade dish to the office on the day. VRINDAVAN (THE FAMILY DAY)- This is an initiative should be aimed at creating a socially friendly atmosphere to encourage open communication. It involves a lot of fun activities and therefore the name 'vrindavan'. The families of all the employees are invited FESTIVAL CELEBRATION- Depending upon which festival is prevalent in the respective region, each region has to take upon 2 festivals that are to be celebrated in that region respectively. HOSPITALIZATION POLICY -The policy should be established to provide support and care to employees or their immediate relatives in the event of hospitalization. (Reward and Recognition Scheme)- This scheme helps in identifying the potential performers of the region and recognizing them on regional level for their extraordinary performance on monthly and quarterly basis. The scope of HRM is indeed vast. The activities included are HR planning, job analysis and be sign, recruitment and selection, orientation and placement, training and development, performance appraisal and retention.

EMPLOYEE ENGAGEMENT MODEL WITH AN ORGANIZATION'S PERSPECTIVE





An alternative approach to employee engagement is given by the above model. According to this model, an engaged employee is the outcome of an engaged culture that comprises of two-way feedback, trust in leadership, career development, employee understand their role in success and shared decision-making. Thus, working culture/environment has a considerable effect in obtaining engaged workforce. The outcomes of engaged workforce are again numerous and have been stated as above.

Hence, it can be concluded from this model that Employee engagement is not a one step process but a set of various processes that take place simultaneously so as to achieve an engaged workforce for the organization.

REVIEW OF LITERATURE

"The best companies now know, without a doubt, where productivity—real and

Limitless productivity—comes from. It comes from challenged, empowered, excited, rewarded teams of people. It comes from engaging every single mind in the organization, making everyone part of the action, and allowing everyone to have a voice—a role—in the success of the enterprise. Doing so raises productivity not incrementally, but by multiples." ----------Jack Welch

(Kahn, 1990) "The harnessing of organization members to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances' (Robinson et the organization and itsvalues al., 2004) "A positive attitude held by the employee towards. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the Organization. The organization must work to develop and nurture engagement this requires a two- way relationship between employer and employee""The extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment(Corporate Leadership Council, 2004)

"An engaged employee extends themselves to meet the organization's needs, takes initiative, is proactive, reinforces and supports the organization's culture and values, is in the flow, shares the values of the organization, stays focused and vigilant and believes he/she can make a difference". (Macey, 2006 cited in Kaufman et al., 2007) "A measure of how people connect in their work and feel committed to their organization and its goals. People who are highly engaged in an activity feel excited and enthusiastic about their role, say time passes quickly at work, devote extra effort to the activity, identify with the task and describe themselves to others in the context of their task" (NHS National Workforce Projects, 2007) "Employee engagement is a combination of commitment to the organization and its values plus a willingness to help out colleagues …. Employee Engagement goes beyond job satisfaction and is not simply motivation" (University of York, 2008) "Engaged employees have a sense of personal attachment to their work and organization that means they want to give of their best to help it succeed. Engaged employees tend to speak positively about their organization and have an active desire to stay." (Civil Service, 2008)

RESEARCH METHODOLOGY

NATURE OF THE PROBLEM

Employee Engagement is more than just a current HR 'buzzword'. It is very essential for organizations to meet and surpass organizational objectives, and for this the workforce needs to be engaged.

"ENGAGEMENT PREDICTS ORGANIZATIONAL SUCCESS"

TOOLS USED FOR ANALYSIS

Following statistics tools have been used to interpret and compile the findings:

ü Frequency charts
ü Chi-square test to find out the relationships

SAMPLE TECHNIQUE

A survey instrument in the form of a questionnaire was developed for the purpose of collecting the main data for the study. Using the convenience sampling technique, a total of 100 respondents WORKING IN COMPANY were selected as a sample of the study.. To measure engagement levels a 5 point likert scale was adopted that varied from strongly agree to strongly disagree. The respondents completed the questionnaires my presence. After collecting the whole information data is analyzed and quantitative and qualitative interpretation is done.Personal interactions have been done to obtain the required information from the respondents. The reasons of using the personal interaction are threefold.

100 respondents completed the questionnaire.

DATA ANALYSIS AND INTERPRETATION

All the statements were evaluated on a 5-point scale from strongly agree to strongly disagree to strongly agree and results were attained as follows:

1) I have sufficient resources to do my work right.

INTERPRETATION: 17% of the employees strongly agree to the fact that they have sufficient resources to do their work and 57% of the employees just agree. While 15% of employees are not clear whether they have or don't have sufficient resources to do their work right. Only 11% employees disagree to the fact that they don't have sufficient resources to do their work.

2) I have a best friend (or team) at work.

INTERPRETATION: 29%of the employees strongly agree to the fact that they have a best friend at work and 41% of them just agree. While 22% of the employees are not sure that whether they have a best friend at work or not. 7% of the employees disagree to the fact that they have a best friend at work while 1% of them totally disagree to this.

3) In the last one year, I had opportunities at work to learn and grow.

INTERPRETATION: 29% of the employees strongly agree to the fact that they have had opportunities at work to learn and grow and 39% of them just agree to it. While 19% of the employees are not clear that whether they have had or not had opportunities to learn and grow. 11% of the employees disagree to the fact that they had opportunities to learn and grow and 2% of the employees totally disagree to it.

4) My superior, or someone at work, cares about me as a person.

INTERPRETATION: 26% of the employees strongly agree to the fact that that their superior or someone at work cares about them as a person and 42% of them just agrees to it. While 15% of employees are not sure whether someone at work cares for them or not. 14% of the employees are disagree to the fact that there is someone at workplace who cares for them as a person and 3 % of them totally disagree to it.

5) At work, my opinions seem to count.

INTERPRETATION: 11% of the employees strongly agree to the fact that there opinions seem to count and 60% of them agree to it. While 18% of them are not clear about the fact that whether their opinions seem to count or not. 9% of the employees disagree that their opinions are not considered and 2% of them totally disagree to it.

6) Our Mission / purpose of our company make me feel that my job is important.

INTERPRETATION: 27% of the employees strongly agree to the fact that the mission of the company makes them feel that their job is important to them and 46% of them agree to this fact. While 15% of the employees are not clear whether the mission of the company actually makes them feel that their job is important. 9% of the employees disagree to the fact they don't feel that mission of the company makes them feel their job is important and 3% totally disagree.

7) I feel that my efforts are recognized and valued.

INTERPRETATION: 19% of the employees strongly agree to the fact that their efforts are recognized and valued and 53% of the employees just agree to it. While 19% of the employees are not sure whether their efforts are being recognized or not. 7% of the employees disagree to the fact that their efforts are not being recognized and 2% of them totally disagree.

8) I am willing to recommend our company to my family and friends.

INTERPRETATION: 28% of the employees strongly agree to the fact that they are willing to recommend their company to their family and friends and 38% of them just agree to it. While 20% employees are not sure whether they want to recommend the company to their family & friends or not. 7% of the employees disagree to the fact and don't want to recommend their company to family & friends and 7% of them totally disagree.

9) I am continuously updated on the developments taking place in the organization.

INTERPRETATION: 20% of the employees strongly agree to the fact that they are continuously updated with the developments taking place in the company and 45% of them just agree to it. While 23% of the employees are not sure whether they are updated about the developments or not. 6% of the employees disagree that are not being updated about the developments taking place in the company and 6% of them totally disagree.

10) My company takes care of my safety and welfare.

INTERPRETATION: 29% of the employees strongly agree to the fact that the company takes care of their safety and welfare and 43% just agree to it. While 15% of the employees are not sure whether the company takes care of their safety and welfare or not. 10% of the employees disagree that the company does not take care of their safety and welfare and 3% of them totally disagree to it.

11) I will still be employed here two years from now.

INTERPRETATION: 21% of the employees strongly agree to the fact that they will be employed in the organization from 2 years from now and 41% just agree to it. While 23% of the employees are not sure that they want to continue with the company 2 years from now or not. 8% of the employees disagree that they won't stay in the organization 2 years from now and 7% of them totally disagree to it.

12) I enthusiastically participate in all the employee engagement initiatives taken by our HR dept.

INTERPRETATION: 27% of the employees strongly agree to the fact that they enthusiastically participate in employee engagement initiatives taken by their HR dept. and 44% just agree to it. While 26% of the employees are not sure that whether they like to participate or not. 2% of the employees disagree that they don't like to participate in employee engagement initiatives taken by the HR dept. and 1% of them totally disagree to it.

As can be seen from the above diagrammatic representation, out of the total sample, 23% of the employees are not engaged, 49% of the employees are engaged and 28% of the employees are highly engaged.

Thus, from the above finding it is suggested that measures should be adopted engage workforce to the maximum level so that a major portion of the employees fall in the highly engaged category.

RELATIONSHIP BETWEEN GENDER OF THE EMPLOYEE AND LEVEL OF EMPLOYEE ENGAGEMENT

ANALYSIS WITH THE HELP OF CHI-SQUARE

	Highly engaged	Engaged	Not engaged
Male	24	36	20
Female	4	12	4

H0=THERE IS NO SIGNIFICANT RELATION BETWEEN GENDER OF THE EMPLOYEE AND LEVEL OF EMPLOYEE ENGAGEMENT.

Employee Engagement/Gender of the employee	Highly Engaged	Engaged	Not Engaged	Total
Male	24	36	20	80
Female	4	12	4	20
Total	28	48	24	100

EXPECTED VALUES:

22.4	38.4	19.2
5.6	9.6	4.8

Chi- square test (χ^2) = $(O-E)^2/E$=1.487

DEGREE OF FREEDOM (V) = (R-1)(C-1)=(2-1)(3-1)=2
TABULATED VALUE AT V=2, =5.991 which is greater than calculated value
Hence, H0 is accepted.
Therefore there is no significant relation between Gender of the employee and Level of Employee Engagement.

RELATIONSHIP BETWEEN GEOGRAPHIC LOCATION OF THE BRANCH AND LEVEL OF EMPLOYEE ENGAGEMENT

	Highly engaged	Engaged	Not engaged
Class A City	24	22	14
Class B City	2	6	2
Class C City	2	21	7

ANALYSIS WITH THE HELP OF CHI-SQUARE

H0=THERE IS NO SIGNIFICANT RELATION BETWEEN GEO-

GRAPHIC LOCATION OF THE BRANCH AND LEVEL OF EMPLOYEE ENGAGEMENT.

Employee Engagement/ Geographic location of the branch	Highly Engaged	Engaged	Not Engaged	Total
Class A City	24	22	14	60
Class B City	2	6	2	10
Class C City	2	21	7	30
Total	28	49	23	100

EXPECTED VALUES

16.8	29.4	13.8
2.8	4.9	2.3
8.4	14.7	6.9

Chi- square test (χ^2) = $(O - E)^2$/E=13.039

DEGREE OF FREEDOM (V) = (R-1) (C-1)=(3-1)(3-1)=4
TABULATED VALUE AT V=4, =9.488 which is smaller than the calculated value.
Hence, H0 is rejected.
Therefore there is a significant relation between Geographic location of the branch and Level of Employee Engagement.

RELATIONSHIP BETWEEN TENURE IN THE ORGANIZATION AND LEVEL OF EMPLOYEE ENGAGEMENT

	Highly engaged	Engaged	Not Engaged
(0-5) years	19	43	16
(5-10) years	7	6	6
(10-15) years	2	0	1

ANALYSIS WITH THE HELP OF CHI-SQUARE

H0=THERE IS NO SIGNIFICANT RELATION BETWEEN TENURE IN THE ORGANIZATION AND LEVEL OF EMPLOYEE ENGAGEMENT.

Employee engagement/ Tenure in the organization	Highly engaged	Engaged	Not Engaged	Total
(0-5) years	22	43	16	78
(5-10) years	7	10	6	19
(10-15) years	2	0	1	3
Total	28	49	23	100

EXPECTED VALUES

21.84	38.22	17.94
5.32	9.31	4.37
0.84	1.47	0.69

Chi- square test (χ^2) = $(O - E)^2$/E=16.698

DEGREE OF FREEDOM (V) = (R-1) (C-1)=(3-1)(3-1)=4
TABULATED VALUE AT V=4, =9.488 which is smaller than calculated value
Hence, H0 is rejected.
Therefore there is significant relation between Tenure in the organization and Level of Employee Engagement.

CONCLUSIONS&RECOMENDATIONS

The suggestion box should be implemented by the management of COMPANY as it may prove to be a keystone of organizational development, nurturing the engagement & empowerment of people. Employees have diverse needs so this diversity requires flexible and individually directed support. The priority must be to offer a customizable program that can be tailored to the specific needs of each individual. Rewards and recognition should be fair, transparent, inclusive, timely and varied. The form of recognition should be appropriate to the contribution that was made. Recognition should be meaningful and reflect the preferences of the recipient. Employees at all levels should be involved in the development, implementation and review of recognition programs and practices. Employees at all levels should also be involved in all kinds of activities that are initiated upon by the HR dept. so as to enhance employee Engagement. All employees should be communicated in time regarding any activity that is to take place in the organization so that they can design their schedule accordingly. More no. of learning and team building activities should be initiated upon by the organization so as to engage employees. Conduct companywide contests for ideas on how to improve operational efficiency. Winners can receive monetary rewards for their valuable inputs towards enhancing organizational performance.

Complete transparency is difficult, however keeping the lines of communication open about what is happening in the market and what the organization is doing to respond is critical to keeping employees engaged and productive because in the absence of information, employees assume the worst case scenario. Compensation/Salary is an important consideration for any employee. Therefore, its structure upon which it is designed must be clear to each and every employee of the organization.

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